

C-A OPERATIONS PROCEDURES MANUAL

1.27 Manager Walk Around and the Safety Observation Report

1. **Purpose**

- 1.1 Included herein is a method used by BNL and C-AD Management to enhance safety in the workplace by observing work and learning how the worker has integrated safety into daily activities. This is meant to be an evaluation of the BNL OSH systems, the communication of these systems to the worker, and any impediments that might influence the worker away from performing the work as required. If an unsafe act is observed it is to be used as a topic for discussion where the observers and worker come to an agreement on how to eliminate this act from reoccurring. If no unsafe acts are observed, the observers can use this as an opportunity to discuss how safety is integrated into the workers activities, determine if there are any areas of concern the worker has for himself or his co-workers, if the worker has any positive suggestions.
- 1.2 Safety observation is a process that takes managers at all levels to the work areas where they have some responsibility, to observe the work and to talk with employees about the safety of their job. Managers are expected to have brief safety discussions with employees regarding their work.
- 1.3 The manager's objective is to improve safety by reducing risk and eliminating injury. The manager's approach shall be to emphasize positive, 2-way discussions in which we all learn and try to define safer ways to work.
- 1.4 C-AD expects to enhance our existing OSH Management System by involving all employees more often in positive, safety-specific reviews of all operations. By identifying and addressing safety concerns, before they result in injuries or close calls, BNL can expect continuous improvement in C-AD safety performance, resulting in a safer workplace for all of us.

2. **Responsibilities**

- 2.1 The ESSHQ Associate Chair shall track and trend observations, and maintain copies of completed Safety Observation Reports.
- 2.2 The ESSHQ Associate Chair shall schedule a manager walk around at C-AD facilities and invite at least two managers from the list in Step 2.3 to participate. The ESSHQ Associate Chair shall schedule a manager walk around at least 10 times per year.
- 2.3 The ALD for NPP, Chair of the C-AD, Associate Chair for Accelerators, Associate Chair for Experimental Support and Facilities, Associate Chair for Superconducting R&D, Associate Chair for ESSHQ, Assistant Chair for Administration, Chief Mechanical Engineer and Chief Electrical Engineer shall participate in a walk around. Each manager in this list shall be required to participate in at least three walks per year.

3. Prerequisites

- 3.1 Managers who participate in writing up a Safety Observation Report and performing a safety related walk around must attend the Safety Management Leader Workshop for Battelle Executives and Managers or equivalent training.

4. Precautions

- 4.1 If you observe an unsafe act, attempt to get the worker's attention but do not increase the risk to the worker by distracting the worker at a critical point.

5. Procedure

- 5.1 At least 2 or more individuals listed in Step 2.3 shall participate in the walk around.
- 5.2 The following directions are prescriptive and are based on DuPont training (Reference 7.1). In order to maintain the focus of the walk around on preventing unsafe acts as opposed to unsafe conditions, such as in a Tier 1 program, please follow the prescription where practicable.
- 5.3 Divide observations into the following categories:
 - 5.3.1 Positions of People
 - 5.3.2 Ergonomics
 - 5.3.3 Clothing and PPE
 - 5.3.4 Tools and Equipment
 - 5.3.5 Procedures
 - 5.3.6 Orderliness
- 5.4 Do the following:
 - 5.4.1 Observe employee/worker first; then contact / open discussion
 - 5.4.2 Comment on safe behavior
 - 5.4.3 Discuss:
 - 5.4.3.1 Consequences of unsafe act
 - 5.4.3.2 Safer ways to do the job
 - 5.4.4 Get agreement to work safely
 - 5.4.5 Discuss other safety issues
 - 5.4.6 Thank the employee
- 5.5 Ask the following broad safety questions:
 - 5.5.1 What energy/hazards are present?
 - 5.5.2 Are employees, supervisors and work planners aware of the hazards?
 - 5.5.3 What part of your job concerns you?
 - 5.5.4 What training/knowledge is needed to do the task safely?
 - 5.5.5 Why do people get hurt?
 - 5.5.6 What is the safety climate here?

- 5.5.7 What are our standards for safety (intended & actual)?
- 5.5.8 How are our Safety Management Systems working?
- 5.5.9 What needs to be improved here?
- 5.5.10 Where are the Danger Zones?
- 5.5.11 What did the Task Briefing and/or pre-job walk down cover?
- 5.5.12 Would more OPM procedures help you with your job?
- 5.5.13 Do you feel you have adequate tools for the job?

5.6 Complete the Safety Observation Report (Table 1).

6 Documentation

- 6.1 The Associate Chair for ESSHQ shall maintain documentation in his office and send out summaries annually to the managers in Step 2.3.
- 6.2 The Associate Chair for ESSHQ shall use the C-AD Family ATS to track and close follow-up actions if they are not immediately closed.

7. References

- 7.1 Safety Management Leader Workshop for Battelle Executives and Managers, Participants Workbook, E. I. du Pont de Nemours and Company, Wilmington, Delaware, 2006.

Table 1: SAFETY OBSERVATION REPORT

Observers:		Date:	Duration:			
Observation Categories	Observation Questions:					
POS	In risky position relative to task? Exposed to risks of temperature/electricity/gas/chemicals/radiation? Protection OK?					
ERG	Risks from: posture, repetitive motion, load, vibration, temperature, lighting, noise, work flow?					
PPE	Correct PPE? In safe condition? All parts of the body properly protected?					
T&E	Is tool, equipment or facility right for the job? In safe condition? Used correctly?					
PRO	Is there a standard procedure? Is procedure adequate? Up to date? Understood? Followed?					
ORD	Is workplace orderly? Adequate space? Is there a place for all materials and equipment? All in its place?					
ASF	No unsafe acts or conditions identified					
Work Area or Location	Number of Contacts	Description of unsafe acts	Observation Category	Follow-up Action	Person Responsible	By Date
Example: B911	2	Two unsheathed knives on cluttered bench	PRO	Agreement to cover blades	Employees	Done
Example: B912	1	Employee manually lifting excessive weight	ERG	Discuss manual lifting requirements with employees	Supervisor	5 Days